

DETAILED ACTION PLAN FOR OAG REPORT RECOMMENDATIONS

Para	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/ Dates)	Responsible Organization / Point of Contact
Para 34	The Canadian Armed Forces (CAF) should establish appropriate representation goals for women for each occupation. It should also develop and implement measures to achieve them.	<p>Agreed. A series of initiatives, however, have been developed in order to meet objectives set by the Chief of the Defence Staff.</p> <p>The following initiatives have been or will be initiated before the end of 2016: A cultural shift is underway which positively affects Canadian Armed Forces' (CAF) recruiting methods. The CAF is giving priority processing and enrollment to women. It has recently re-energized its attraction and marketing strategy and has assigned women their own line of advertising priority. Previously serving female members who have released from the Canadian Armed Forces in the last five years will be offered a return to the Canadian Armed Forces for full time or part time employment. Canadian</p>	<p>Immediate actions that have been taken or are in progress are as follows:</p> <p>1. The CAF has established a systematic and holistic approach to Requirements, Recruiting, and Retention System and Production. This approach includes a robust governance structure with Individual Training and Education, Professional Development and Personnel Generation functions, all of which must support the CAF's personnel requirements. We will review the approach annually to ensure requirements, recruiting, and retention system are optimized.</p>	Completed	Ongoing annual reviews every March	Military Personnel Command
			<p>2. The CAF developed a recruiting, advertising and marketing campaign in support of key recruitment priorities including women, a more diverse CAF, priority occupations and the Reserve Force.</p>	Completed	N/A	Assistant Deputy Minister (Public Affairs) and Military Personnel Command
			<p>3. The Privy Council Office (PCO) Innovation Hub completed an independent review of the CAF recruiting system to identify areas of strengths and weaknesses, specifically with respect to increasing the number of women in the CAF.</p>	March 2018	<ul style="list-style-type: none"> • Research, analysis and visits completed in September 2016. • Interim Brief completed in December 2016. • Final Report: March 2017 (completed) • Ongoing Support: April 2017 onwards 	Military Personnel Command PCO Innovation Hub

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		<p>Armed Forces is prioritizing women applicants at its two Canadian Military Colleges as well.</p> <p>The following initiatives will be underway in 2017: Canadian Armed Forces will stand up a full time team called the Recruiting and Diversity Task Force that will be dedicated to developing, planning, and executing activities aimed at increasing diversity group levels in the Canadian Armed Forces. An “Advisory Board” of prominent Canadians will also be created to advise Canadian Armed Forces on recruiting. The Task Force and the Advisory Board will work together to influence Canadians and other stakeholders to make Canadian Armed Forces an employer of choice. A Women’s Employment Opportunity program will be implemented to inform and</p>	<p>4. To assist with the task of recruiting more women, four Working Groups on the recruitment of women have been or will be conducted in the January to mid-2017 timeframe to propose the way ahead for the following issues: (1) Strategic Intake Plan; (2) Branding, Marketing and Advertising; (3) Cultural Change related to career progression, postings, deployments, dress and deportment for women; and (4) tailored entry programmes.</p>	Mid-2017	<p>To date, three working group meetings have been held to:</p> <ol style="list-style-type: none"> 1. Establish recruiting goals for women to incorporate into the Strategic Intake Plan. Recruiting goals will be applied in 1 April 2017. This will be applied to reach the CDS target of 25.1% female representation in the CAF. 2. Identify why women do not join the CAF and how to overcome misconceptions through marketing and advertising initiatives. 3. Identify potential policy changes for issues including but not limited to benefits, working environment, relocations and deployments, in order to encourage female recruitment. <p>The final working group meeting is anticipated for mid-2017 to discuss entry programmes.</p>	Military Personnel Command
		<p>Canadian Armed Forces an employer of choice. A Women’s Employment Opportunity program will be implemented to inform and</p>	<p>5. We have developed a program tentatively called the Women in Force Programme (WFP) to inform and educate women of the benefits of a CAF career. The programme involves training periods of various durations.</p>	November 2017	<p>Planning is underway for implementation of the first serials of training in the fall of 2017.</p> <p>Four pilot courses of three and ten-day duration will be conducted by the Military Personnel Generation</p>	Military Personnel Command

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		educate women of the benefits of a Canadian Armed Forces career. A Canadian Armed Forces Retention Strategy will be implemented to tailor policies and programs to increase retention.	<p>6. We intend to offer some former CAF women members who have released the opportunity to return on a full-time or part-time basis, dependent on various factors that may have changed, e.g. family and other personal reasons which caused them to leave the CAF.</p> <p>The Royal Canadian Air Force (RCAF) is also in the process of contacting former members (male and female) who elected to transfer to the Supplementary Reserve, for possible transfer to the Regular or Reserve Force. These initiatives include:</p> <p>(a) Local recruiters for the RCAF Reserve are tasked to contact individuals within their area on the Supplementary Reserve list to determine interest in rejoining the RCAF.</p> <p>(b) The RCAF Director Air Personnel Strategy currently has a program in place called the Skilled Applicant Recruiting Program (SARP). The program focuses on contacting former RCAF personnel to determine interest in rejoining the RCAF, specifically for stressed occupations in the Regular Force or for the RCAF Reserve.</p>	December 2017	<p>Training Group.</p> <p>From December 2016 to March 2017, 49 letters of offer have been made to women on the Supplementary Reserve List and whose former military occupations are open to accept officers. One person has accepted the offer to re-enrol. Another 40 letters of offer are waiting signature.</p> <p>From 1 April 2016 to 31 January 2017, the RCAF successfully transferred 78 members from the Supplementary Reserves to the RCAF Reserve. The RCAF will continue this initiative until December 2017.</p> <p>In December 2017, the RCAF will determine the success of the initiative and make a decision whether to continue.</p>	Military Personnel Command
			7. We will implement a CAF Recruiting and Diversity Task Force that will be dedicated to developing, planning, and executing activities aimed at increasing women and diversity group levels in the CAF.	March 2018	<p>The organizational structure of the Recruiting and Diversity Task Force was approved.</p> <p>Responsibilities for this Task Force identified as of 1 November 2016.</p>	Military Personnel Command

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					Personnel will continue to be identified for this task force until March 2018.	
			8. We will establish an “Advisory Board” of prominent Canadians to advise the CAF on recruiting. This Board will provide advice on recruitment approaches and strategies, with a focus on improving the CAF’s ability to connect with women and minority groups. The Board is expected to meet two to three times per year. Membership on the Board will be voluntary.	March 2018	<p>Planning is currently ongoing.</p> <p>A concept proposal and terms of reference will be completed by June 2017.</p> <p>Implementation of the Advisory Board from June 2017 to March 2018.</p>	Military Personnel Command
			9. We will use long-range planning models to develop annual occupational recruitment plans that will include representation of women in each occupational group. These Long Range Planning models involve the development and implementation of a three-to five-year target with an action plan for each occupation to meet all recruiting needs.	March 2018	<p>In progress.</p> <p>Long-range planning models will continue to be refined with each planning cycle. There are no additional milestones to be met. The success of the models will be discussed at various levels within the governance structure.</p>	Military Personnel Command
			10. We will re-engage past women applicants who started (but did not finish the application process to join the CAF) to encourage them to consider employment with the CAF once again.	March 2018	<p>As of 31 March 2017, of the 1,046 women successfully contacted, 96 (9.2%) have enrolled in the CAF.</p> <p>The initiative will continue until March 2018.</p>	Military Personnel Command
			11. The CAF Retention Strategy will include policies and programs that are tailored to women members in particular.	December 2018	<p>Phases of CAF Retention Strategy:</p> <p>a) Phase 1: Orientation completed by February 2017</p>	Military Personnel Command

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					<p>b) Phase 2: Design and produce from April 2017 to December 2017</p> <p>c) Phase 3: Implement from January 2018</p> <p>d) Phase 4: Validate by December 2018</p>	
			12. We are giving priority for enrolment to women applicants who meet the required entry standards, including women applying to military colleges.	December 2026	<p>This initiative was implemented September 2016.</p> <p>Annual report to be issued by 31 March of each year (until 2026), starting in March 2018.</p>	Military Personnel Command
			<p>13. The CAF is working in consultation with the Canadian Human Rights Commission to refine a framework for CAF employment equity goals for women, based on the Canadian Labour Market Availability for Military Occupational Groups from the most current Canadian Census results (2011). The CAF will continue to develop measures to increase the representation of women.</p> <p>In order to achieve the long term employment equity goals and objectives of 25.1% for women, 3.5% for Indigenous Peoples and 11.8% for visible minorities, currently at 15%, 2.5% and 6.3%, respectively, the framework will include various women and diversity initiatives such as priority processing, advertising and marketing, reopening of closed or inactive files, and the stand-up of the Recruiting and Diversity Task Force. These initiatives will be combined with various Canadian Forces Recruiting Group (CFRG) initiatives</p>	December 2026	<p>In order to achieve the longer term employment equity goals, CAF leadership has made a decision to increase the representation of women by 1% per year over the next ten years.</p> <p>A similar but tailored approach will be applied in order to reach the longer term employment equity goals for Indigenous People and Visible Minorities within this same timeframe, including the development of a Recruiting and Diversity Task Force.</p> <p>The Regular Officer Training Plan selection process for 2017-2018 is the first area where women are being</p>	Military Personnel Command

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			such as increasing the number of civilian and military personnel at recruiting centres to expedite enrolment.		given priority to reaching the recruiting goals and objectives for women. As a result, we are on track to achieve a significant increase in the number of women applicants for the coming academic year at the Military Colleges.	
			14. A study is underway to establish a “Gap Year” for women to allow them to join the CAF for one year with no obligatory service.	May 2017	Initial planning efforts are currently in progress with the goal to make a decision by May 2017 on whether to conduct the program. If the program is implemented, the first serial would be conducted in June 2018 after the end of the secondary school year.	Military Personnel Command
			15. We intend to conduct a Gender Based Analysis (GBA+) of the current recruitment process. This includes our attraction, recruitment, training and retention strategies. More importantly, GBA+ expands beyond women in the CAF and promotes overall diversity amongst the forces.	December 2017	No interim milestones.	Military Personnel Command
Para 44	The Canadian Armed Forces should review its recruiting and training capacity and align this with its planning process to ensure that the recruiting plan reflects the personnel required in each occupation.	Agreed. Several years of reductions to recruiting and training capacity as well as shrinking advertising and marketing budgets contributed to the current levels of institutional capacity. The CAF is currently identifying the additional resources required to recruit and generate the	1. The Regular Force recruiting goal is to process, within 60-90 days, 70% of the applications which do not have extensive or complicated security and/or medical review demands. The goal is to process the remaining 30% within 180 days.	March 2018	Currently working to identify whether our processing goals have been met. An informal progress report for internal use will be issued in September 2017 on whether processing times are being met. By March 2018, the CAF will determine the success of this initiative and whether parameters need to be	Military Personnel Command and Environments Commanders

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		required personnel for each occupation to reach authorized levels by 2018.	2. Planned actions to develop and implement a three to five year target with an action plan for each occupation to meet their recruiting needs, track progress, and take corrective action where necessary (as outlined in para 52) will also contribute to addressing the OAG's concerns. Through the Annual Military Occupations Review (AMOR) process, a multi-year strategic intake plan identifies the occupational recruiting requirements to generate the personnel requirements to restore and or maintain occupations at their authorized manning levels.	Completed (March 2017)	revised. Revised throughout the year on an as required basis in collaboration with Director Personnel Generation Requirements, the Occupational Authorities, and other key stakeholders.	Military Personnel Command
			3. The CAF will increase capacity at its Canadian Forces Leadership and Recruit School (CFLRS) to accommodate increased recruit processing. Once suitable candidates are enrolled as quickly and efficiently as possible, actions will be taken to ensure trainees reach their Operational Functional Point and assigned to an operational unit. A total of 26 contractor instructors will be hired by April 2017 who will be employed until December 2020 to mitigate the shortage of military instructors. An additional 37 Regular Force positions have also been approved. The increase of the Regular Forces CAF establishment will be accomplished through the Multi-Year Establishment Plan process.	March 2021	26 contract instructors will be hired by April 2017 and remained employed until December 2020.	Military Personnel Command Vice Chief of the Defence Staff
Para 52	The Canadian Armed Forces should develop and implement a three- to	Agreed. The CAF currently uses a five-year planning model that factors in attrition and growth. That model is	1. We will continue with the AMOR to develop the Strategic Intake Plan and Annual Recruiting Targets. These will be conducted earlier in the Fiscal Year in time to support the Regular Force Strategic Intake	Annually every March (already	Annually every March	Military Personnel Command

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	five- year target with an action plan for each occupation to meet their recruiting needs, track progress, and take corrective action where necessary.	then analyzed in detail to produce a Strategic Intake Plan for each occupation during the Annual Military Occupational Requirements process. The Strategic Intake Plan is used to determine the recruiting requirement of each occupation. However, the Canadian Armed Forces acknowledges that the planning process must become more agile to adjust to changing requirements throughout the process and take corrective action when required. The CAF is currently undertaking measures to improve this planning process.	Process.	complete for March 2017)		
			2. Development of a Strategic Intake Plan Model to define Primary Reserve requirements. Currently, the Reserve Force does not have a process to define its requirements. As a result, Director Personnel Generation Requirements, Director General Military Personnel Research and Analysis (DGMPRA), and the Services are collaborating in developing a model that will bring predictability to the Primary Reserve Requirements process. All services will review their Reserve intake plans during the annual AMOR process to create a more predictable and harmonized Regular and Reserve workforce.	March 2019	March 2017 (completed): Reserve AMORS (RAMORS) were conducted in parallel to the Regular Force AMORS. Intake requirements for the Primary Reserve Force have been identified and articulated in the Reserve Strategic Intake Plan. March 2018: Incorporate analytical data provided by DGMPRA in order to improve/enhance production forecasting targets. DGMPRA is currently developing a database to help with this initiative.	Military Personnel Command Environmental Commanders Commander Reserve & Cadets
			3. The CAF is implementing measures to improve its five year long-range planning model, to ensure that adjustments can be made to the recruiting requirements by occupation, when needed.	Ongoing	Continuous monitoring and adjusting as required to meet the desired end state.	Military Personnel Command
Para 71	The Canadian Armed Forces should implement targeted measures to attract enough qualified applicants for all occupations for which it is difficult to attract applicants.	Agreed. The Department is developing a recruiting advertising and marketing campaign to better attract applicants. However, the Canadian Armed Forces acknowledges that more creative and tailored attraction, advertising and marketing strategies are required to meet its recruiting	1. An advertising and marketing campaign targeting qualified applicants for priority occupations is being developed. The campaign includes a social media capability with a significant presence on various social media sites. In addition, “stressed” occupations, for which it is difficult to attract applicants, will remain a priority for advertising and marketing activities. The “difficult to attract” occupations for recruiting are often some of the most desirable for Occupation Transfer for CAF members already serving and, therefore, more consideration will be given to	December 2017	New Recruiting Advertising & Marketing campaign currently underway. New Recruiting, Advertising & Marketing campaign products implemented as of March 2017.	Military Personnel Command and Assistant Deputy Minister (Public Affairs)

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		targets for a number of occupations. Based on the Canadian Armed Forces input, the Department will prioritize existing resources in support of this initiative.	Occupation Transfer intakes for these occupations.			
			2. More specifically, the CAF will develop a new recruiting advertising and marketing campaign to raise awareness of the 100+ jobs and career choices within the CAF and in support of key recruitment priorities including women, a more diverse CAF, priority occupations and the Reserve Force.	March 2018	Phase 1 of the “Ambitions Campaign” was completed by 31 March 2017. Starting in the spring of 2017, Phase 2 will roll out until March 2018, which will include a new recruitment video. Key performance indicators will be collected during the campaign.	Assistant Deputy Minister (Public Affairs) and Military Personnel Command
Para 87	The Canadian Armed Forces should review its selection process to improve its efficiency- including better file management methods and increased flexibility in the recruitment process- in order to maintain a sufficient pool of the best qualified applicants.	Agreed. The Canadian Armed Forces is currently conducting an extensive review of its entire recruiting process for completion in the 2017-2018 Fiscal Year with a goal of significantly reducing time between processing steps and making the entire process more agile and flexible.	1. We produced a CAF Recruiting Strategic Initiating Directive which defines the expected changes to the Canadian Forces Recruiting System. 2. The CAF will operationalize its recruiting processes through the following initiatives: a. Exploit and improve the recruiting information management systems. b. Optimize the recruiting process and supporting structures. c. Optimize marketing and attraction activities. d. Implement improved benchmarking and data analysis e. Improve mechanisms for selecting and career management of recruiting staff. f. Revitalizing training of recruiters to deliver all training each September after arrival of new personnel at their units, instead of over an entire year. g. Assist with the development of an expedited enrolment process for Reserves. h. Transfer Reserve Force Recruiting over to the	Completed (December 2016) March 2018	N/A Updates on recruiting processes will be provided to CAF Personnel Management Council.	Military Personnel Command Military Personnel Command and Environmental Commanders

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			Services/Environments.			
			3. The CAF will streamline the Component Transfer process to reduce the time it takes to process a transfer from the Reserves to the Regular Force and vice versa.	March 2018	No interim milestones	Military Personnel Command
			4. In an effort to increase the processing of files, 40 civilian Full-Time Equivalents are to be employed as file managers in CFRG. An increase of this magnitude will significantly increase the capacity of CFRG to process more Reserve and Regular Force files quicker. The addition of these personnel, by extension, then should also decrease the time to process a file.	March 2018	Plans are currently underway to hire 20 full-time equivalent civilians by June 2017. The remaining 20 full-time equivalent civilians will be hired by March 2018	Military Personnel Command
			5. The CAF will establish Service Level Agreements between its Military Personnel Generation Headquarter and Environmental Commanders for CAF Reserve Recruiting. It will set the conditions for success to transfer the responsibility of Reserve Recruiting to the Environments. In addition, the CAF will develop an expedited Reserve Enrolment trial to drastically shorten the timeline to enrol CAF Reservists.	March 2018	Handover of Reserve Force Recruiting to the Canadian Army occurred on 1 April 2017. The Royal Canadian Navy and RCAF will be monitoring the efforts before announcing their respective plans.	Military Personnel Command and Environmental Commanders
			6. The CAF will increase military Person-Year investment in its Recruiting Group to meet the increased demands.	March 2020	Regular Force positions to be added through the Canadian Armed Forces Multi-Year Establishment Plan process, including an initial internal divestment exercise conducted by Military Personnel Generation to reallocate 17 positions to CFRG until March 2020.	Military Personnel Command and Vice Chief of the Defence Staff
Para 101	The Canadian Armed Forces should implement tracking	Agreed. The Canadian Armed Forces, as identified in this report, has been successful in	The CAF will review its Basic Training List system to decrease wait times for military training by occupation.	Completed	N/A	Military Personnel Command

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	mechanisms that enable it to track members in occupational training in order to improve the timeliness of training.	ensuring minimal delays between enrolment and basic military training. However, we acknowledge that steps must be taken to better align follow-on occupational training to avoid lengthy delays. Basic Training List management will remain a focal point for our Canadian Armed Forces Training Authorities and the implementation of a new Canadian Armed Forces Human Resource Management System (Guardian) will allow for better alignment of training and tracking of Canadian Armed Forces members awaiting training.	<p>The current system for Basic Training List management which tracks newly recruited members from the time of enrolment to basic military and occupational training, with a minimum of delays, works well. Refinements continue to be achieved when problems are identified.</p> <p>The CAF will continue its efforts to modernize and improve its approach to training and education by leveraging new learning technologies, creating more efficient processes and building effective partnerships.</p> <p>It should be noted that the latest approved technical upgrades to Guardian do not include the capability to track any training delays using an automated system.</p>			
Para 115	The Canadian Armed Forces should develop, implement, monitor and evaluate measures to optimize retention for each occupation.	Agreed. The Canadian Armed Forces will develop a Canadian Armed Forces Retention Strategy in the 2017-2018 fiscal year that will ensure that retaining qualified, competent and motivated members in uniform is a fundamental aspect of how we manage our	<p>The CAF will take a Total Force Approach to Retention. Recognizing the value of trained experienced members, the CAF will balance an environment conducive to easy movement within and between components with organizational requirements to facilitate the retention of skilled, able members.</p> <p>The CAF is on track to developing and implementing a retention strategy in accordance with the key milestones. The overall objective is to ensure that our</p>	December 2018	Phases of CAF Retention Strategy: a) Phase 1: Orientation completed by February 2017 b) Phase 2: Design and produce from April 2017 to December 2017 c) Phase 3: Implement from January 2018 d) Phase 4: Validate by December 2018	Military Personnel Command

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		<p>people.</p> <p>While our focus will continue to be the overall personnel requirements using the Annual Military Occupational Requirements process and Strategic Intake Planning, we will ensure that we manage occupational health by implementing tailored retention strategies as required.</p>	<p>members remain qualified, competent and motivated. The retention of women in particular will be a focus, as we are aiming to increase the representation of women in the CAF to at least 25.1 % within 10 years.</p>			